



Pay Research Bureau

Prime Minister's Office

Annual Report

2021 & 2022



DIRECTOR'S STATEMENT



I am pleased to present this two-year Annual Report which sets out the achievements of the Pay Research Bureau (PRB) for the years 2021 and 2022.

The years under review were indeed challenging as the ninth Report on Pay and Grading Structures and Conditions of Service in the Public Sector had to be prepared in unprecedented circumstances linked to the outbreak of the Covid-19 Pandemic including lockdown periods. The Bureau, nevertheless adapted its processes to the 'New Normal' so as to ensure business continuity and a seamless service while staying focused on sanitary measures and well-being of staff. As a result, we have been able to successfully deliver on our mandate during these testing times.

In the year 2021, consultations with Federations/Unions and Management which started in 2019 were completed. The consultative meetings provided a platform to share views and obtain first-hand information on working conditions and have indeed been a remarkable landmark in the preparation of the 2021 PRB Report. The Bureau carried out surveys in different areas to enable the framing of appropriate policies on remuneration and conditions of employment. For a better understanding of work processes 'de visu', site visits were effected in different Ministries/Departments/Organisations wherever deemed necessary.

To adhere to our main objectives and keep pace with the evolving environment at the local and international level, research as an ongoing core activity of the Bureau, was carried out in the fields of remuneration, pay systems and conditions of employment. In parallel, the Bureau continued to tender its advice on salary grading/ remuneration and processed a number of adhoc cases. Further, several working sessions were held with our stakeholders on issues mainly related to amendments brought to schemes of service and cases related to organisational restructuring.

All meetings of the National Wage Consultative Council were attended by representatives of the Bureau who are members of the Board. Staff of the technical team also represented the Bureau in Court/Commission for Conciliation and Mediation/Conciliation Service/Tribunals as witness or co-defendant in cases of industrial disputes arising out of the interpretation or clarification of recommendations of the PRB Reports. As a recommending body, the Bureau collaborated fully with its stakeholders and provided technical input in the various Standing Committees and other Committees at the level of the MPSAIR and MOFEPD and to the High Powered Committee chaired by the Secretary to Cabinet and Head of the Civil Service.

It is an opportunity for me to emphasise that despite the daunting challenges as a result of the Covid-19 pandemic, the Bureau with the support of its committed staff and collaboration of its stakeholders published its ninth Report in October 2021. Following government decision, the Report was implemented in toto at one go as from 01 January 2021. The recommendations contained therein have been calibrated in alignment with the vision of Government to render the public service more effective whilst also ensuring affordability and social acceptability.

Subsequent to the publication of the 2021 PRB Report, our technical staff provided around 200 clarifications via our online clarification form. We equally collaborated with the MPSAIR in the implementation of our recommendations in a consistent manner and provided our advice whenever required.

Year 2022 was mainly concentrated towards scrutinising some 275 memoranda related to alleged cases of errors and omissions arising out of the main Report and preparing the Addendum to the 2021 PRB Report which was submitted in August 2022.

It is noteworthy that in the wake of the 2021 PRB Report, the Bureau reviewed the salaries of Advisers and officers employed on contractual terms in the different Ministries/Departments/Organisations and advised on the revised pensionable emoluments of public sector pensioners. In addition, a series of requests related to the revision/grant of allowances and other cases on conditions of service were submitted to the Bureau through the MPSAIR for examination and determination. To this effect, the number of adhoc cases processed for the year 2022 increased by almost 65% to reach 492 compared to the preceding year.

Given the need for continuous human resource development to achieve our objectives, during the years 2021 and 2022, training and capability development programmes organised by the Civil Service College, Mauritius and Capfor Learning Solutions have been provided to the staff of the Bureau. As regards the staffing complement, vacant posts in the grades of Job Analyst and Principal Job Analyst were filled in 2022.

Before concluding, I would like to underline the commitment and resilience of the staff of the Bureau despite the challenges we have gone through. Also, I wish to put on record my appreciation for the support provided by the Prime Minister's Office especially the Secretary to the Cabinet and Head of the Civil Service who has always been with us in our difficult times. Furthermore, I acknowledge with thanks the support and cooperation of the Secretary for Public Service, the Solicitor-General and the Financial Secretary. It is indeed an opportunity for me to equally thank members of Federations, Unions and Individuals for their collaboration and contribution towards the production of the 2021 PRB Report.

As we forge ahead, I am confident that we shall continue to provide quality and timely services to our stakeholders in line with our ISO standards.

I. Peryagh
Director

TABLE OF CONTENTS

❖ PART I – CORPORATE PROFILE	1
• OVERVIEW OF THE BUREAU	3
• VISION, MISSION AND OBJECTIVES	4
• OUR CORE VALUES.....	5
• VALUE STATEMENT OF THE BUREAU	6
• QUALITY POLICY STATEMENT.....	7
• WEBSITE OF THE BUREAU	7
• DOCUMENTATION UNIT	7
• CORPORATE INFORMATION.....	8
➤ DIRECTORATE	8
➤ TECHNICAL STAFF.....	9
➤ SUPPORT STAFF.....	10
• MOBILITY OF STAFF.....	12
• ORGANISATION CHART.....	13
❖ PART II – ACTIVITIES OF THE BUREAU	15
• ACTIVITIES OF THE BUREAU FOR THE YEARS 2021 AND 2022.....	17
➤ SURVEYS.....	17
➤ CONSULTATIONS/MEETINGS	17
➤ SITE VISITS	17
➤ RESEARCH	18
➤ PUBLICATION OF THE 2021 PRB REPORT	18
➤ ADDENDUM TO THE 2021 PRB REPORT	18
• ONGOING ACTIVITIES	19
➤ NUMBER OF CASES RECEIVED/PROCESSED DURING THE YEARS 2021 AND 2022.....	19
➤ ATTENDING COURT/COMMISSION FOR CONCILIATION AND MEDIATION/TRIBUNALS	19
➤ PARTICIPATION IN STANDING COMMITTEES AND OTHER COMMITTEES	20
➤ MEETINGS ATTENDED AT THE NATIONAL WAGE CONSULTATIVE COUNCIL	21

➤	INTERNAL COMMITTEES/CELL/TEAMS.....	21
➤	WORKING SESSIONS ON PROPOSED SCHEMES OF SERVICE	22
➤	HIGH POWERED COMMITTEE	22
➤	QUALITY MANAGEMENT SYSTEM.....	22
➤	PERFORMANCE MANAGEMENT SYSTEM	22
•	WELFARE ACTIVITIES.....	23
•	WORKPLACE SAFETY AND HEALTH	24
•	HUMAN RESOURCE DEVELOPMENT	24
❖	PART III – FINANCIAL HIGHLIGHTS	33
•	FINANCIAL PERFORMANCE	33
•	ANALYSIS OF MAJOR CHANGES IN EXPENDITURE	35
❖	PART IV – WAY FORWARD	37
•	TRENDS AND CHALLENGES	39
•	STRATEGIC DIRECTION	39
❖	PART V – CUSTOMER CHARTER	41
•	CUSTOMER CHARTER	43

**PART I –
CORPORATE PROFILE**

OVERVIEW OF THE BUREAU

The Pay Research Bureau (PRB), which was administratively set up in 1977, is an independent institution mandated to carry out periodic reviews of Pay and Grading Structures and Conditions of Service in the Public Sector and the Private Secondary Schools. It operates under the *aegis* of the Prime Minister's Office.

Subject to Government's approval, the Bureau carries out a review exercise which culminates in the publication of a Report, in principle, every five years. It was the first and only time that a triennial general review was carried out in 2016. Since the publication of the first Report in 1982, eight Reports have thereafter been published (1987, 1993, 1998, 2003, 2008, 2013, 2016 and 2021). As a post review mechanism, an Addendum Report is published following the main Report to correct genuine errors/omissions and to provide clarifications and facilitate the implementation of the recommendations.

The remit group under the purview of the Bureau includes all grades in the Civil Service comprising Ministries and Departments, 99 Parastatal and other Statutory Bodies, 12 Local Authorities, the Rodrigues Regional Assembly and the Private Secondary Schools. Overall, around 87000 employees and 27000 government pensioners are concerned.

The Bureau provides its services to its stakeholders through the Ministry of Public Service, Administrative and Institutional Reforms (MPSAIR) in respect of salary gradings, review of conditions of service, interpretations/clarifications, design/redesign of organisation structures, salaries of contract officers/constitutional posts and other related cases. It also attends to its large base of customers of around 185 organisations, 300 staff associations, 87000 public officers and 27000 public service pensioners over the phone, through e-mails, letters or through personal contacts and provides the clarifications required. In an endeavor to provide an enhanced service delivery, stakeholders are permitted to submit their representations directly to the Bureau in the context of an overall review exercise.

The Director is the Accounting and Responsible Officer of the PRB. He is supported in the discharge of his duties by the Deputy Director and officers in the grades of Principal Job Analyst, Job Analyst and Job Survey Officer. Support services are provided by the Secretary, PRB and officers in the grades belonging to the Finance, Human Resource, Procurement and Supply, General Services and Office Auxiliary Cadres.

VISION, MISSION AND OBJECTIVES

VISION

To be a world class organisation in matters of pay and conditions of employment in the Public Sector.

MISSION

To review the pay and grading structures, conditions of employment and organisational structures to enable excellence in the delivery of service in the Public Sector.

MAIN OBJECTIVES

- (i) To carry out reviews of pay and grading structures and conditions of service in the Civil Service, Rodrigues Regional Assembly, Parastatal and other Statutory Bodies, Local Authorities and the Private Secondary Schools and to make appropriate recommendations with a view to:
 - rendering the sector more efficient and effective;
 - facilitating recruitment and retention of required skills in the service;
 - boosting reforms initiatives;
 - ensuring that reward in the Public Sector keeps pace with those of corresponding positions in the private sector, to the extent that it is desirable;
 - establishing and maintaining reasonable differentials in respect of different categories of skills and levels of responsibility; and
 - ensuring adequate linkage between pay and economic growth in the country.
- (ii) To conduct research and keep abreast of developments in the fields of Remuneration, Conditions of Employment, Organisation Design and the like.
- (iii) To advise on the proper design of organisation structures.
- (iv) To assist in the implementation of our recommendations.

OUR CORE VALUES

Quality and Timeliness	We are committed to provide quality and timely services.
Equity and Fairness	We ensure that pay policies are just and fair and rewards are commensurate with responsibility, competence and contribution.
Uniformity and Consistency	We conduct the affairs of the Bureau in an equitable, uniform and consistent manner and in line with provisions of the law.
Integrity	We are guided by standards of high professional ethics and operate in a consultative and transparent manner.
Team Spirit	We foster teamwork, participation and the sharing of information.
Yearning for Excellence	We strive to deliver on the frontiers of excellence in all our undertakings.

VALUE STATEMENT OF THE BUREAU

OUR CUSTOMERS

We value our customers. We are responsive and courteous and treat them fairly and honestly with high standards of professionalism and integrity.

OUR STAFF

We value our staff. We maximize their potential through continuous learning and development and look forward that they develop high level of commitment, resourcefulness and enterprise.

OUR SERVICES

Our competent personnel are committed to provide excellent, qualitative, equitable, fair and timely services within prescribed standards and the limits of affordability. This is the measure of our efficiency as it is primordial for our existence.

OUR PARTNERS

We thrive with our partners for a first-class Public Service - *capable, innovative and forward-looking* - one of the best in the region.

QUALITY POLICY STATEMENT

The Quality Policy Manual defines mandatory policies and procedures so as to ensure that the PRB provides a quality service to customers at all times.

The Bureau would comply with the requirements and continual improvement of the effectiveness of the Quality Management System, shall ensure that the Quality Management Policy is implemented, reviewed for continued suitability and communicated and understood within the organisation.

We also ensure that the goals of our vision, mission and objectives are met with.

WEBSITE OF THE BUREAU

The website of the PRB is designed to provide accessibility of information and services to its stakeholders and the public at large. The aim of the Bureau through the website is to promote a greater transparency about its operations and to enhance its Communication Strategy.

DOCUMENTATION UNIT

The Documentation Unit contains a wide collection of reports, books, research papers, statutes, periodicals, journals, magazines and other materials which provides support to staff of the Bureau in the performance of their duties and to keep abreast of latest developments on matters of Pay, Grading Structures and Conditions of Service.

CORPORATE INFORMATION

DIRECTORATE



MR. I. PERYAGH

Director

Phone No.: 211-2513

Fax No.: 208-7557

Email: iperyagh@govmu.org

MR. A. S. BADURALLY ADAM

Deputy Director

Phone No: 211-2419

Fax No.: 208-7557

Email: sbadurally@govmu.org



TECHNICAL STAFF

Name and Email	Designation	Phone No	Fax No
Mr J. Ganoo jganoo@govmu.org	Principal Job Analyst	211-2514	208-7557
Mr A. Dumur ardumur@govmu.org	Principal Job Analyst (up to 22 April 2022)	211-2418	208-7557
Mr P. P. Bhugwant pbhugwant@govmu.org	Principal Job Analyst	211-2418	208-7557
Mrs S. Nobutsing-Shibloll sshibloll@govmu.org	Principal Job Analyst (w.e.f 23 May 2022)	211-3040	208-7557
Mr V. Subrun vsubrun@govmu.org	Job Analyst	210-1871	208-7557
Ms R. Hauroo rhauroo@govmu.org	Job Analyst	208-0960	208-7557
Mrs A. Daramsing adaramsing@govmu.org	Job Analyst	211-2429	208-7557
Mrs P. Ghoorun pghoorun@govmu.org	Job Analyst (w.e.f. 10 May 2022)	211-2524	208-7557
Mrs S. Boyjonauth-Ramdhun sboyjonauth@govmu.org	Job Analyst (w.e.f. 10 May 2022)	208-7672	208-7557
Mrs B. D. Jacmohun bdjacmohun@govmu.org	Job Analyst (w.e.f. 10 May 2022)	211-2813	208-7557
Mrs A. Ujoodha asuhoodha@govmu.org	Job Analyst (w.e.f. 14 June 2022)	211-3045	208-7557
Mrs D. Bancharam-Doorga ddoorga@govmu.org	Job Survey Officer (up to 20 June 2022)	211-2580	208-7557
Mrs C. Sohan csohan@govmu.org	Job Survey Officer	211-2580	208-7557
Mrs P. Guirdharry pguirdharry@govmu.org	Job Survey Officer	208-2035	208-7557
Mrs L. Jaulim- Ramdolin ljaulim@govmu.org	Job Survey Officer	208-1287	208-7557
Mrs Z. Lalla-Saib zlallsaib@govmu.org	Job Survey Officer	211-3020	208-7557
Mrs N. Ragudu-Appadoo nrappadoo@govmu.org	Job Survey Officer	211-3020	208-7557
Mrs H. Thorul hthorul@govmu.org	Job Survey Officer	211-2580	208-7557
Miss P. D. Ramgati pdramgati@govmu.org	Job Survey Officer	208-1287	208-7557

SUPPORT STAFF

Name	Telephone	E-mail Address
Human Resource Executive		
Mrs S. Bisto (providing part time assistance from the MPSAIR pending posting of an officer on a permanent basis)	208-4216	sbisto@govmu.org
Finance Section		
Mrs K. Pem - Principal Financial Operations Officer (w.e.f 07 March 2022)	208-6989	kapem@govmu.org
Mrs D. Harpal – Temporary Assistant Financial Operations Officer (w.e.f. 28 June 2022)	208-6989	Dharpal@govmu.org
Procurement and Supply Section		
Mr Y. Oozeer – Assistant Manager, Procurement and Supply (up to 23 September 2022)	202-0609	yoozeer@govmu.org
Mr A. Hairsoo – Assistant Procurement and Supply Officer (w.e.f 28 April 2022)	214-6937	ahairsoo@govmu.org
Confidential Secretaries		
Mrs. A. B. Luchmun	211-2513	bluchmun@govmu.org
Mrs. B. Mungroo (w.e.f. 01 October 2021)	211-2418	bmungroo@govmu.org
Office Management Assistant		
Mrs. K. Samnath (Ag OMA)	211-3046	ksamnath@govmu.org
Management Support Officers		
Miss. S. Ghooray	208-4200	sghooray@govmu.org
Miss C. M. K. Sookun (up to 23 August 2021)	211-3046	csookun@govmu.org
Mrs M. Z. T Niamut	211-3046	mtoorabally@govmu.org
Miss T. Jaunky	211-3046	tjaunky@govmu.org
Miss N. D. Runnoo (w.e.f. 27 October 2021)	208-4200	nrunnoo@govmu.org
Miss T. Bundhoo (w.e.f. 23 February 2022)	211-3046	tibundhoo@govmu.org
Word Processing Operators		
Mrs F. B. Cassam	211-3040	bmoosbally@govmu.org
Ms. F. K. Gukhool	211-2419	fgukhool@govmu.org

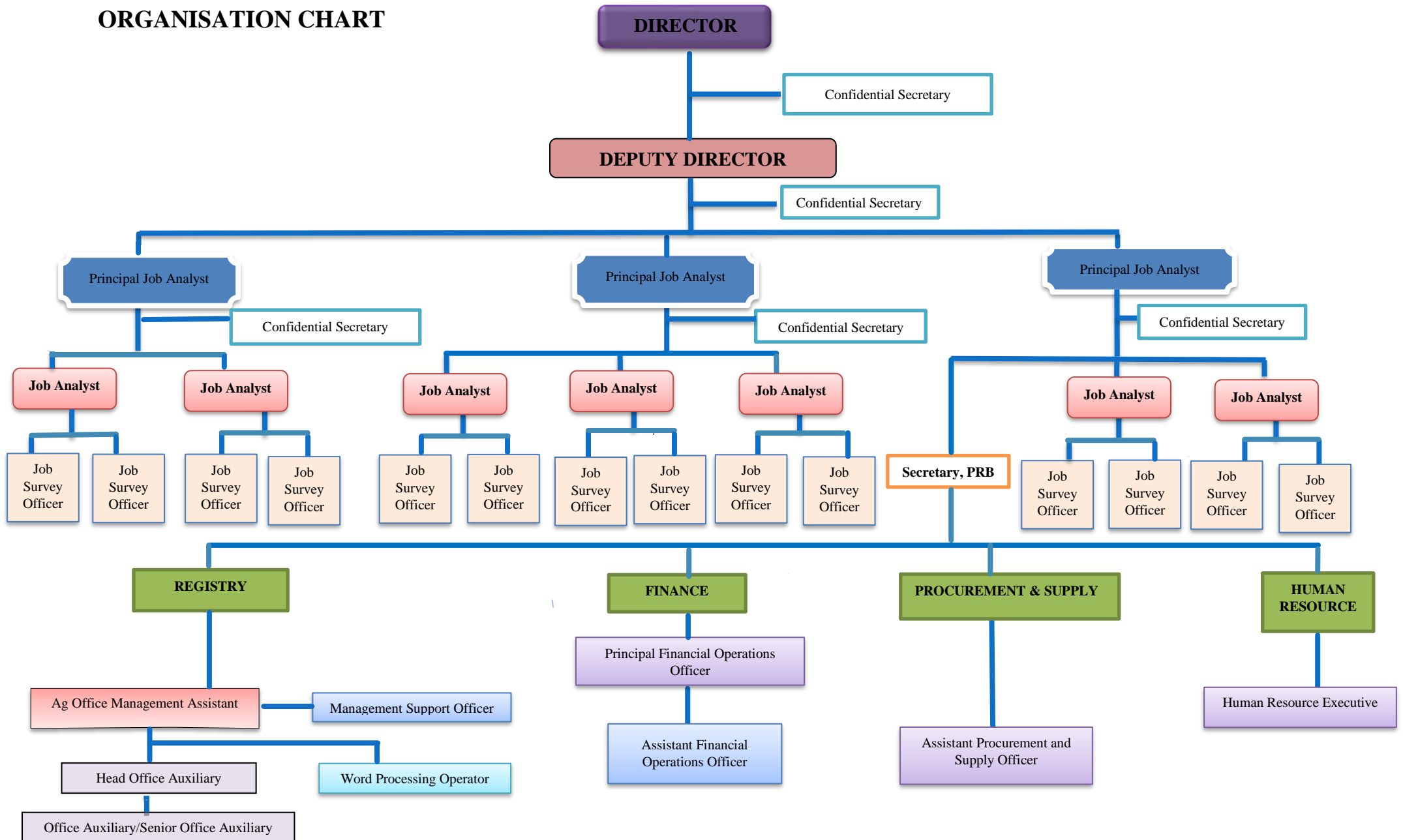
Mrs. J. D. Pottier	211-2514	jpottier@govmu.org
Head Office Auxiliary		
Mr. D. Simnath (w.e.f. 03 June 2021)	214-1425	
Office Auxiliaries/Senior Office Auxiliaries		
Mr. B. Duymun	214-1425	
Mrs. T. Ruttun	214-1425	
Ms. J. Veeren (w.e.f 05 May 2021)	214-1425	
Mr K. Persand (w.e.f 03 September 2021)	214-1425	

MOBILITY OF STAFF

During the years 2021 and 2022, the Bureau witnessed some changes in terms of mobility of staff due to promotion/resignation/reversion/retirement and change in posting as follows:

Name of Officer	Designation	Status
Mrs R. Balgobin	Human Resource Executive	Change in posting w.e.f. 29.01.2021
Mrs R. Paraouty	Confidential Secretary	Retired on 15.03.2021
Mrs B. Lohur	Office Management Executive	Change in posting w.e.f. 10.05.2021
Mr G. Becceea	Head Office Auxiliary	Change in posting w.e.f. 04.06.2021
Miss C. M. K. Sookun	Management Support Officer	Change in posting w.e.f. 24.08.2021
Mrs P. Ramnath	Office Auxiliary/Senior Office Auxiliary	Change in posting w.e.f. 08.09.2021
Mrs M. Chuckowry	Confidential Secretary	Change in posting w.e.f. 07.10.2021
Mrs T. K. Gonpot	Human Resource Executive	Change in posting w.e.f. 20.10.2021
Mr N. Sumun	Management Support Officer	Change in posting w.e.f. 08.11.2021
Miss S. Nursimooloo	Word Processing Operator	Change in posting w.e.f. 13.12.2021
Miss T. L. Adnauth	Management Support Officer	Leave without pay w.e.f. 11.02.2022
Mrs Y. Kubareea	Principal Financial Operations Officer	Change in posting w.e.f. 07.03.2022
Mr A. Dumur	Principal Job Analyst	Retired on 22.04.2022
Mrs D. Bancharam-Doorga	Job Survey Officer	Retired on 20.06.2022
Mrs S. Bissoon	Assistant Financial Operations Officer	Change in posting w.e.f 04 July 2022
Mrs N. Lai Lim	Confidential Secretary	Retired on 11 September 2022

ORGANISATION CHART



**PART II –
ACTIVITIES OF THE BUREAU**

ACTIVITIES OF THE BUREAU FOR THE YEARS 2021 AND 2022

During the years 2021 and 2022, the Bureau focused mainly on the tasks leading to the publication of its ninth Report on the Review of Pay and Grading Structures and Conditions of Service in the Public Sector and the Private Secondary Schools in October 2021 and the preparation of the Addendum to the 2021 PRB Report.

It is worth mentioning that the 2021 PRB Report is the first post Covid-19 Report which has been carried out in an unprecedented sanitary situation.

SURVEYS

The Bureau carried out a series of surveys on specific issues to collect factual information and gauge the effectiveness of the recommendations made in its last Report. The aim was, among others, to identify any problem arising out of implementation and to assess the advisability of bringing amendments to the existing provisions and introducing new conditions of service in the Public Sector. The surveys have allowed the Bureau to improve existing policies whilst reviewing those which require further attention. The ultimate goal is to induce the desired employee behaviour and motivation to improve performance.

CONSULTATIONS/MEETINGS

Consultations with Management and the staff side have always provided a platform to share views prior to decision making and an opportunity to obtain first-hand information on work practices, procedures and work life experience. Consultations with the stakeholders have been a conspicuous landmark in the preparation of the 2021 PRB Report and bringing innovation/amelioration to the conditions of service and working environment of public officers.

In that respect, the Bureau held consultative meetings, among others, with Federations of Trade Unions on general conditions of service. Staff Associations and Management of Ministries/Departments, Parastatal Bodies, Rodrigues Regional Assembly, Local Authorities and the Private Secondary Schools were as well consulted on their proposals for the 2021 Report.

SITE VISITS

Formal site visits were effected by officers of the Bureau whenever it was deemed necessary and also at the request of Management or staff side to take cognizance of working conditions and environment, work processes and the impact of new technologies on duties performed, among others. Queries were answered by giving plausible clarification/explanation on operational and functional responsibilities, work arrangement and working conditions.

RESEARCH

As an in-built core activity of the Bureau, research was conducted in the fields of remuneration practices, pay systems, grading structures, conditions of service and Public Sector reforms, among others, to keep pace with the evolving environment both at the local and international level and to take cognizance of best practices being applied for a future-ready Public Service.

The Bureau generally makes use of research tools such as survey questionnaires, face-to-face interviews and observations based on site visits. Thereafter, the results are compiled by using the relevant software/statistical tools.

With a view to facilitating the research process, the Bureau makes full use of its ICT equipment comprising a dedicated Server and Personal Computers/Laptops and resources available in its Documentation Unit.

PUBLICATION OF THE 2021 PRB REPORT

The Bureau published its ninth Report on the Review of Pay and Grading Structures and Conditions of Service in the Civil Service, Parastatal and Other Statutory Bodies, Local Authorities, Rodrigues Regional Assembly and the Private Secondary Schools on 14 October 2021. Upon Government's approval, the Report was rendered public on its website. The recommendations therein took effect as from 01 January 2021.



To provide explanation on the recommendations of the 2021 PRB Report, the Director and Deputy Director participated in the MBC Programme 'Focus' on 15 October 2021. Senior officers of the technical team equally answered to the queries of stakeholders via radio on 23 October 2021. A clarification form was posted on the website of the Bureau to provide information and clarifications to relevant parties. Around 200 clarifications were provided by the technical staff of the Bureau.

ADDENDUM TO THE 2021 PRB REPORT

Further to the publication of the 2021 PRB Report, the Bureau embarked on the examination of cases considered to be genuine errors/omissions arising out of the main Report. Cases which were found justified have been reported in the Addendum to the 2021 PRB Report.



ONGOING ACTIVITIES

It is noteworthy that in parallel to the preparatory work leading to the publication of 2021 PRB/ Addendum Reports, officers of the Bureau processed a number of *ad hoc* cases mainly relating to changes in schemes of service of grades, salary grading for new posts and contract officers, and clarification of certain recommendations. They equally attended meetings at the MPSAIR on various issues; at the National Wage Consultative Council regarding the national minimum wage; and represented the Bureau in Court/Tribunals with respect to industrial disputes.

A summary on the number of *ad hoc* cases processed and meetings attended for the year 2021 and 2022 are as ensuing:

NUMBER OF CASES RECEIVED/PROCESSED DURING THE YEARS 2021 AND 2022

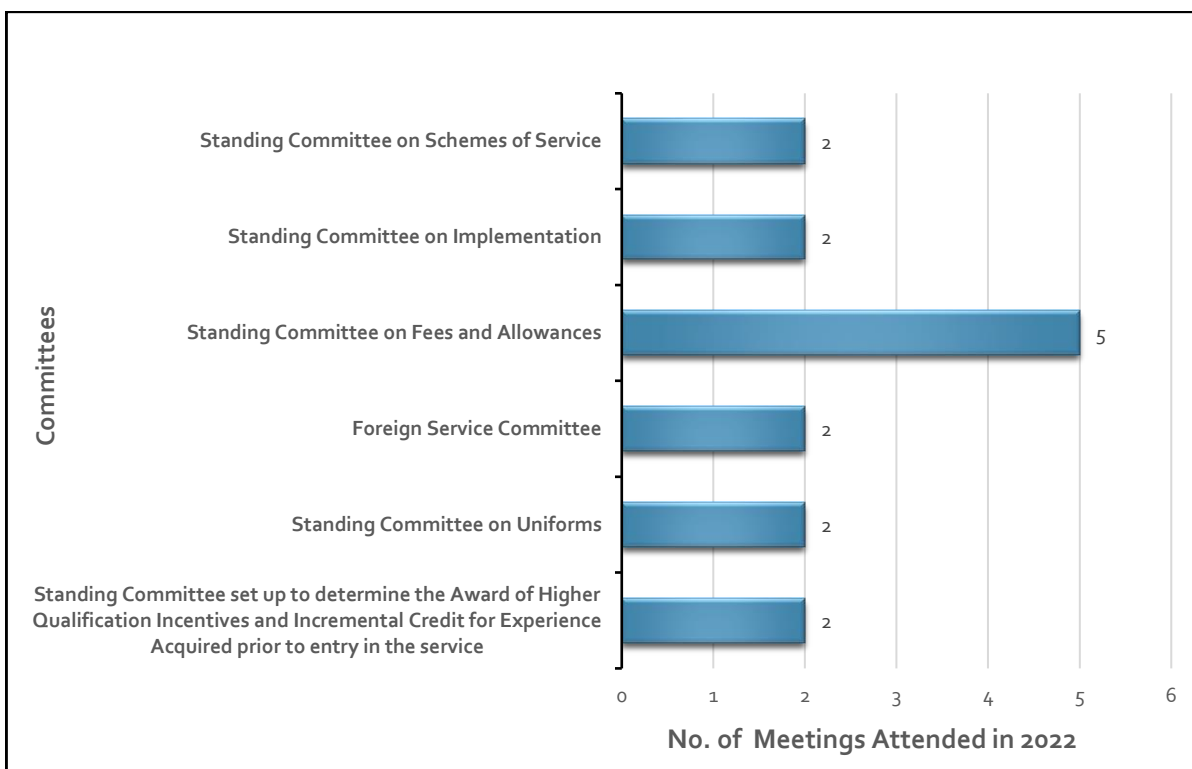
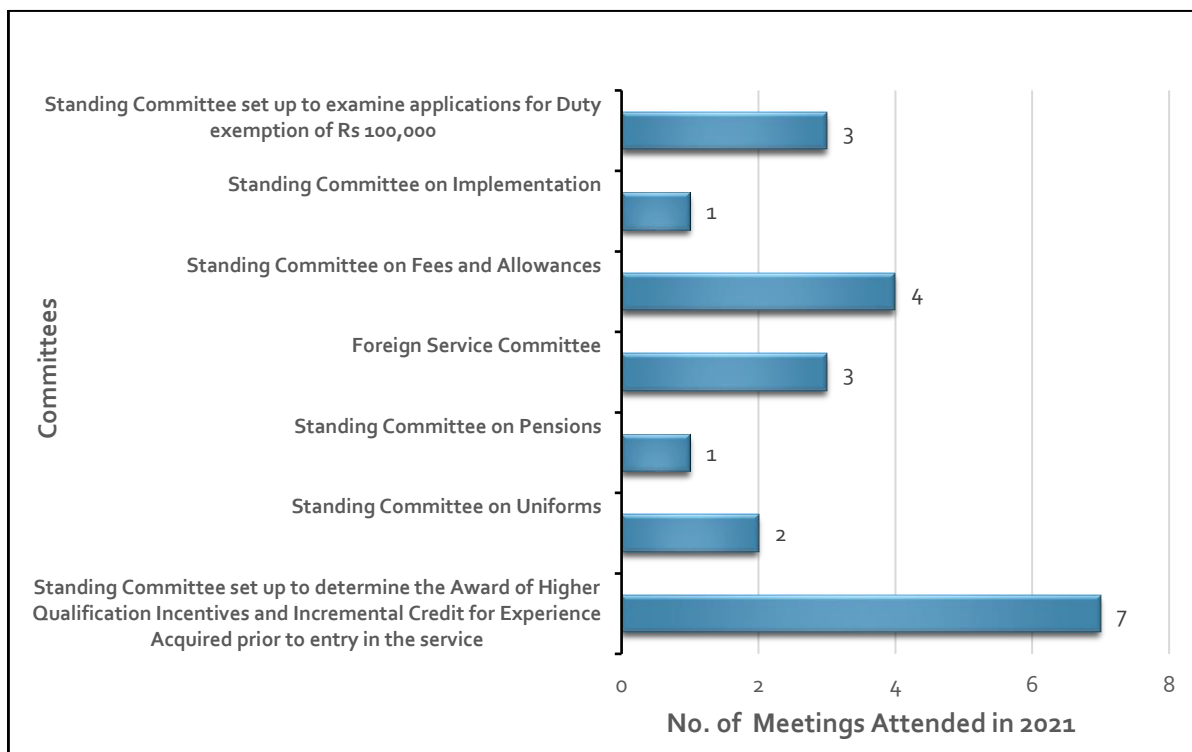
	2021	2022
Adhoc (Salary Grading and Conditions of Service, etc.)	234	329
Interpretation/Clarifications	11	9
Organisation Design/Redesign	1	2
Others	52	152
Total	298	492

ATTENDING COURT/COMMISSION FOR CONCILIATION AND MEDIATION/TRIBUNALS

Officers represented the Bureau in Court/Commission for Conciliation and Mediation/Conciliation Service/Tribunals as witness or co-defendant in cases of industrial disputes arising out of interpretation/clarification of recommendations of the PRB Reports.

PARTICIPATION IN STANDING COMMITTEES AND OTHER COMMITTEES

Standing Committees and other Committees held at the level of the MPSAIR and the Ministry of Finance, Economic Planning and Development were attended by representatives of the Bureau to provide technical input and assistance to facilitate decision taking. The number of meetings attended during the years 2021 and 2022 are presented in the following charts:



MEETINGS ATTENDED AT THE NATIONAL WAGE CONSULTATIVE COUNCIL

As a member of the Board of the National Wage Consultative Council, the representative/s of the Bureau attended the meetings of the Council presided invariably by the Chairperson of the Board regarding implementation of the national minimum wage, its impact and other technical issues.

For the years 2021 and 2022, the number of Board meetings, Technical Committees and Sub-Committees attended are as per the table below:

Meetings	Year 2021	Year 2022
Board	4	4
Technical Committee	6	2
Sub-Committee	4	-

INTERNAL COMMITTEES/CELL/TEAMS

Various internal Committees/Cell/Teams have been set up at the level of the Bureau to look into different issues. The number of meetings held for the period under review are as per the table below:

Committees/Cell/Teams	Number of Meetings
Enhancement of Work Environment Programme	3
Safety and Health Committee	6
Transformation Implementation Committee	-
Heavy Rainfall Committee	2
Departmental Bid Committee	-
Bid Evaluation Committee	-
Management Review Committee for ISO	2
Anti-Corruption Committee	-
Training Committee	9
Fire Warden Team	-
Gender Cell	-
Dedicated Response Team – Covid-19	1

WORKING SESSIONS ON PROPOSED SCHEMES OF SERVICE

With a view to addressing discrepancies noted while examining the proposed schemes of service of grades submitted to the Bureau by the MPSAIR for salary grading; and ease the integration of employees of a defunct institution in the structure of a newly set-up organisation in cases of organisational restructuring, among others, working sessions are held at the Bureau with representatives of Management of concerned organisations, their parent Ministry and the MPSAIR. For the year 2022, around 20 working sessions were held.

HIGH POWERED COMMITTEE

The High Powered Committee (HPC) is chaired by the Secretary to Cabinet and Head of the Civil Service and the Director of PRB is a member. The HPC looks into issues arising out of the implementation of recommendations made in PRB Reports, amongst others.

QUALITY MANAGEMENT SYSTEM

The PRB, being an ISO Certified organisation since 2007 has been successfully ISO Certified to MS ISO 9001:2015 on 29 August 2019 and the certificate has been renewed up to 28 August 2025.

The adoption of the quality management system is a strategic decision for the Bureau that helps to improve its overall performance and provide a sound basis for sustainable development initiatives.

PERFORMANCE MANAGEMENT SYSTEM

Since 2009, the Bureau is successfully sustaining its Performance Management System. Performance Agreements are being signed between appraisers and appraisees and the final appraisal exercises on the performance of each officer are being carried out at the end of each year. Through this system, the Bureau has been continuously strengthening its performance culture to achieve desired results.

WELFARE ACTIVITIES



Set up in the year 2009, the PRB Staff Welfare Association caters for the welfare of the staff members. To this end, every year, the Association organises several activities such as outings, domino tournaments and participates in the Civil Service Kermesse organised by the Public Officers Welfare Council (POWC) which operates under the *aegis* of the MPSAIR.

The Association also undertakes various activities, including, among others, offering of birthday cards, 'get well soon' cards and shields upon retirement of officers. In addition, it offers gifts to newlyweds and on the occasion of childbirths.

As the Bureau was taken up with the preparation of the 2021 PRB Report and also due to the restrictions imposed by the COVID-19 pandemic, the Association could not organise any outing or participate in the Civil Service Kermesse. However, lunch was organised for all staff of the Bureau on 21 April 2022 and 09 September 2022 on the retirement of two members.

The Bureau in collaboration with the PRB Staff Welfare Association organised a Team Building exercise on 15 December 2022 at Coral Azur Beach Resort, Mont Choisy wherein the staff actively participated.

WORKPLACE SAFETY AND HEALTH

The Bureau is committed to providing and maintaining a healthy and safe working environment for all its staff. To this end the Safety and Health Committee has been established to examine grievances of staff and formulate projects for enhancing the work environment.

A Safety and Health Policy has been put in place in the year 2022 to minimize the incidence on workplace risks to protect the safety, health and welfare of the staff of the Bureau.

HUMAN RESOURCE DEVELOPMENT

With a view to helping employees develop their personal/ organisational skills, knowledge and abilities, the Bureau puts a lot of emphasis on Human Resource Development. Hence, technical and supporting staff at all levels have benefitted from training courses and capability development programmes organised by the Civil Service College, Mauritius during the years 2021 and 2022. A few technical staff equally benefitted from training courses from internal resource persons and other institutions like the Capfor Learning Solutions.

The list of training programmes and officers who have followed training during the year under review are as hereunder:

SN	Name of Officer	Designation	Training Course	Date
1	Mrs S. Nobutsing-Shibloll	Principal Job Analyst	Implementation of a SMART Process Framework in the Public Service - NPCC & Kaizen Institute of India (online training sessions)	05, 12 and 19 May 2022
			Court Proceedings	20 September 2022
2	Mr Subrun	Job Analyst	Implementation of a SMART Process Framework in the Public Service - NPCC & Kaizen Institute of India (online training sessions)	05, 12 and 19 May 2022
			Court Proceedings	22 November 2022
3	Miss R. Hauroo	Job Analyst	Court Proceedings	22 November 2021
			Training programme on Capability Building and Capability Development - Middle Management (Level 4)	18, 20, 26 and 28 October 2022

SN	Name of Officer	Designation	Training Course	Date
4	Mrs A. Daramsing	Job Analyst	Training programme on Capability Building and Capability Development - Middle Management (Level 4)	21, 23 and 25 November 2022
5	Mrs P. Ghoorun	Job Analyst	High Profile PRB Business Process Chart	27 October 2021 and 23 December 2021
			Writing Skills for Parliamentary Questions and Cabinet Documents	23 and 25 August 2022
6	Mrs S. Boyjonauth Ramdhun	Job Analyst	Awareness Training on Gender Mainstreaming	09 September 2021
			High Profile PRB Business Process Chart	27 October 2021 and 23 December 2021
7	Mrs D. Jacmohun	Job Analyst	High Profile PRB Business Process Chart	27 October 2021 and 23 December 2021
			Training programme on Capability Building and Capability Development - Middle Management (Level 4)	07, 09, 11 and 16 November 2022
8	Mrs A. Ujoodha	Job Analyst	High Profile PRB Business Process Chart	27 October 2021 and 23 December 2021
9	Mrs C. Sohan	Job Survey Officer	High Profile PRB Business Process Chart	27 October 2021 and 23 December 2021

SN	Name of Officer	Designation	Training Course	Date
10	Mrs P. Guirdharry	Job Survey Officer	Awareness Training on Gender Mainstreaming	07 September 2021
			Capfor - Excel Skills for Compensation Specialist	23, 27, 29 and 30 June 2022 (9.30 a.m to 12.30 pm)
			Training programme on Capability Building and Capability Development for Frontline/Supervisory/Technical Grades - Level 3	19, 21 & 23 September 2022
11	Mrs. L. Jaulim-Ramdolin	Job Survey Officer	Capfor - Excel Skills for Compensation Specialist	23, 27, 29 and 30 June 2022 (9.30 a.m to 12.30 pm)
			Training programme on Capability Building and Capability Development for Frontline/Supervisory/Technical Grades - Level 3	19, 21 & 23 September 2022
12	Mrs Z. Lalla Saib	Job Survey Officer	High Profile PRB Business Process Chart	27 October 2021 and 23 December 2021
			Capfor - Excel Skills for Compensation Specialist	23, 27, 29 and 30 June 2022 (9.30 a.m to 12.30 pm)
13	Mrs. N. R. Appadoo	Job Survey Officer	High Profile PRB Business Process Chart	27 October 2021 and 23 December 2021
			Capfor - Excel Skills for Compensation Specialist	23, 27, 29 and 30 June 2022 (9.30 a.m to 12.30 pm)

SN	Name of Officer	Designation	Training Course	Date
14	Mrs H. Thorul	Job Survey Officer	Awareness Training on Gender Mainstreaming	09 September 2021
			High Profile PRB Business Process Chart	27 October 2021 and 23 December 2021
			Training programme on Capability Building and Capability Development - frontline/Supervisory/Technical Grades (Level 3)	18, 21 and 27 October 2022
			Capfor - Excel Skills for Compensation Specialist	23, 27, 29 and 30 June 2022 (9.30 a.m to 12.30 pm)
15	Miss P. Ramgati	Job Survey Officer	High Profile PRB Business Process Chart	27 October 2021 and 23 December 2021
			Capfor - Excel Skills for Compensation Specialist	23, 27, 29 and 30 June 2022 (9.30 a.m to 12.30 pm)
			Training programme on Capability Building and Capability Development - frontline/Supervisory/Technical Grades (Level 3)	17, 21 and 23 November 2022
16	Mrs S. Kisto	Secretary, PRB	Implementation of a SMART Process Framework in the Public Service - NPCC & Kaizen Institute of India (online training sessions)	05,12 and 19 May 2022
			Training programme on Capability Building and Capability Development - frontline/Supervisory/Technical Grades (Level 3)	10, 12 and 14 October 2022
			Fundamentals of Professional Ethics, Integrity and Governance programme	16 November 2022

SN	Name of Officer	Designation	Training Course	Date
17	Mrs K. Pem	Principal Financial Operations Officer	Training programme on Capability Building and Capability Development - frontline/Supervisory/Technical Grades (Level 3)	28, 30 November and 02 December 2022
18	Mrs B. Mungroo	Confidential Secretary	Training programme on Capability Building and Capability Development - Support Staff (level 2)	21, 23 and 25 November 2022
19	Mrs. K. Sandoram Samnath	Ag. Office Management Assistant	Training course on duties of APS	February & March 2022
			Safety and Health in the Workplace	24 May 2022
			Registry Procedures	23 September 2022
20	Miss. S. Ghooray	Management Support Officer	Safety and Health in the Workplace for MSO	7 June 2022
21	Miss N. Runnoo	Management Support Officer	Foundation Course for Management Support Officers	28 March to 07 April 2022
			Certificate of Achievement for completing the Course Code of Ethics for Public Officers	7 May 2022
			One day Training Programme on "Safety and Health in the Workplace" for Management Support Officers	21 June 2022
			Training programme for Support Staff	26, 28 and 30 September 2022
22	Miss T. Bundhoo	Employed to give assistance at Management Support Officer Level	Safety and Health in the Workplace	28 June 2022
			Training programme on Capability Building and Capability Development - Support Staff (Level 2)	04, 06, 10 October 2022

SN	Name of Officer	Designation	Training Course	Date
23	Miss. F. K. Gukhool	Ag. Confidential Secretary	Training programme for Support Staff	26, 28 and 30 September 2022
			One day Training Programme on "Workplace Safety" for Word Processing Operators/Senior Word Processing Operators	9 November 2022
24	Mrs D. Pottier	Ag. Confidential Secretary	Induction Course for Word Processing Operators	27 and 29 September 2021
			Safety and Health at Work	23 November 2021
			Training programme for Support Staff	04, 06 and 10 October 2022
25	Mrs. T. Ruttun	Office Auxiliary/Senior Office Auxiliary	One day Training Programme on 'Safety and Health in Practice' for Office Auxiliaries/Senior Office Auxiliaries	21 November 2022
26	Miss J. Veeren	Office Auxiliary/Senior Office Auxiliary	Induction Course for Office Auxiliaries/Senior Office Auxiliaries	24 and 26 August 2021
			Safety and Health at Work	16 November 2021
			Capability Building and Capability Development - Workmen's Group	29 November and 01 December 2022
			Safety and Health in Practice	2 December 2022
27	Mr K. Persand	Office Auxiliary/Senior Office Auxiliary	Induction Course for Office Auxiliaries/Senior Office Auxiliaries	03 & 06 September 2021
			Safety and Health at Work	18 November 2021
			Capability Building and Capability Development - Workmen's Group	30 September and 05 October 2022
			Safety and Health in Practice	7 December 2022



**PART III –
FINANCIAL HIGHLIGHTS**

FINANCIAL PERFORMANCE

Financial Highlights: FY 2020 – 2021 and FY 2021-2022

REVENUE

No revenue is collected by the PAY RESEARCH BUREAU

EXPENDITURE

Appropriation of funds to the PRB is made by the National Assembly under Vote/Sub-Head 020107.

A Budget of Rs 37,500,000 was allocated to the PRB for Financial Year 2021/2022 which was classified and distributed under two main Economic Classification namely:

Compensation of Employees	Rs 32,045,000
Goods and Services	Rs 4,455,000

The Statement of Expenditure have been prepared from data captured from the Treasury Accounting System (TAS).

Table 1 provides a summary of total expenditure incurred by the Bureau in *FY 2020-2021 and FY 2021-2022*:

Table 1: SUMMARY OF EXPENDITURE INCURRED BY THE PAY RESEARCH BUREAU FOR FINANCIAL YEARS 2020-2021 AND 2021-2022						
<i>HEAD/SUB-HEAD OF EXPENDITURE</i>	<i>2020-2021 ACTUAL</i>	<i>2021-2022 ESTIMATES</i>	<i>2021-2022 ACTUAL</i>	<i>Actual Expenditure for FY 2021-2022 as a % of Total Expenditure</i>	<i>2022-2023 Estimates</i>	
	<i>RS'000</i>	<i>RS'000</i>	<i>RS'000</i>		<i>RS'000</i>	
<i>COMPENSATION OF EMPLOYEES</i>	<i>29,125</i>	<i>32,045</i>	<i>29,452</i>	<i>87%</i>	<i>31,700</i>	
<i>GOODS AND SERVICES</i>	<i>5,073</i>	<i>4,455</i>	<i>4,259</i>	<i>13%</i>	<i>4,500</i>	

Around 87 percent (87%) of total expenditure were incurred as compensation to employees such as personal emoluments, other staff costs and social contributions while 13 percent (13%) were spent on goods and services.

Figure 1 below depicts the actual percentage allocation of expenses between the two main items of expenditure over the total actual expenditure:

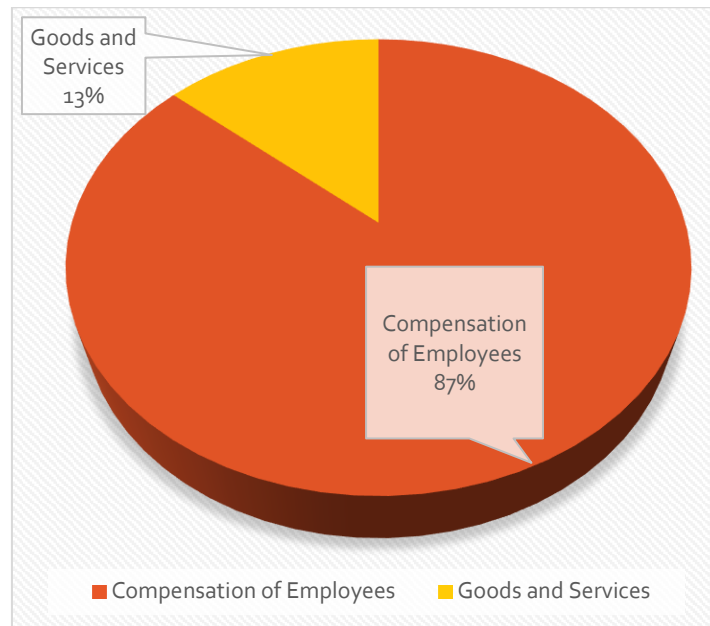


Figure 1: Percentage allocation of the two items expenditure over total expenditure

An annual comparison of expenditure incurred by the Pay Research Bureau is shown in Figure 2 below:

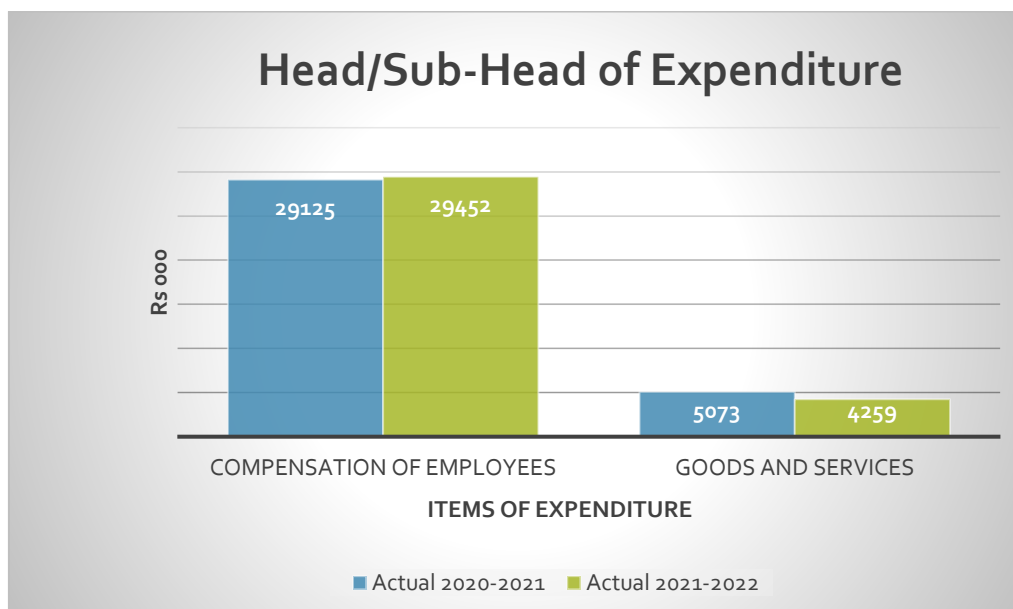


Figure 2: Expenditure incurred by PRB under Vote 020107

ANALYSIS OF MAJOR CHANGES IN EXPENDITURE

Total expenditure of the PRB amounted to Rs 34,198 million in FY 2020-2021 compared to actual expenditure of Rs 33,711 million in FY 2021-2022.

The decrease is due to the curtailment in the expenses of the Bureau due to the Covid-19 pandemic.

Item 21 – Compensation of Employees

Actual Expenditure under this item includes amongst others expenses made under: Basic salary, salary Compensation, Allowances, Cash in lieu of Leave, End of Year Bonus, Travelling & Transport and Overtime. The slight increase under this item is mainly due to increase in salary and allowances following the PRB Report 2021.

Item 22 – Goods and Services

Actual Expenditure made under this item covers mainly expenses made under: Cost of Utilities, Rent, Office Equipment and Furniture, Office Expenses, Maintenance, Cleaning Services, and Publications & Stationery.

The decrease is mainly due to the Covid-19 pandemic where there has been major curtailment in the day-to-day expenses of the Bureau. There has also been a decrease of sixty percent (60%) under item Publication and Stationery as the main PRB Report has been completed.

**PART IV –
WAY FORWARD**

TRENDS AND CHALLENGES

The years 2021 and 2022 have been very challenging for the Bureau. With the prevailing pandemic situation and limited staff, the Bureau had to move on with its business activities for the publication of its ninth Report and the preparation of the Addendum to the 2021 PRB Report. The Bureau equally attended to the following major challenges:

Challenges

- Sanitary and economic crises in the country coupled with Government's capacity to pay.
- Managing constant pressure from the staff side for higher salaries and better conditions of service.
- Ensuring business continuity and a seamless service in spite of resource constraints and Force Majeure/Public Emergency.

STRATEGIC DIRECTION

The strategic direction of the Bureau is to:

- set a financially sustainable pay policy and adopt other human resource strategies which are conducive to an efficient and effective service delivery to meet customers' needs;
- scrutinise cases of errors, omissions and clarifications and, where required expeditiously provide recommendations as an Addendum to the 2021 PRB Report;
- facilitate the implementation of PRB recommendations; and
- conduct research and keep abreast of developments in the fields of remuneration, conditions of employment, organisation design and the like.

**PART V –
CUSTOMER CHARTER**

CUSTOMER CHARTER

Vision, Mission and Objectives

The Pay Research Bureau is an independent organisation, administratively set up in 1977, which operates under the vote of the Prime Minister's Office.

Our Vision

To be a world class organisation in matters of pay and conditions of employment in the Public Sector.

Our Mission

To review the pay and grading structures, conditions of employment and organisational structures to enable excellence in the delivery of service in the Public Sector.

Objectives of the Bureau

- (i) To carry out reviews of pay and grading structures and conditions of service in the Civil Service, Rodrigues Regional Assembly, Parastatal and other Statutory Bodies, Local Authorities and the Private Secondary Schools and to make appropriate recommendations with a view to:
 - (a) rendering the sector more efficient and effective;
 - (b) facilitating recruitment and retention of required skills in the service;
 - (c) boosting reforms initiatives;
 - (d) ensuring that reward in the public sector keeps pace with those of corresponding positions in the private sector, to the extent that it is desirable;
 - (e) establishing and maintaining reasonable differentials in respect of different categories of skills and levels of responsibility; and
 - (f) ensuring adequate linkage between pay and economic growth in the country.
- (ii) To conduct research and keep abreast of developments in the fields of Remuneration, Conditions of Employment, Organisation Design and the like.
- (iii) To advise on the proper design of organisation structures.
- (iv) To assist in the implementation of PRB recommendations.

Our Core Values

➤ **Equity and Fairness**

We ensure that pay policies are just and fair and rewards are commensurate with responsibility, competence and contribution.

➤ **Quality and Timeliness**

We are committed to provide quality and timely services.

➤ **Uniformity and Consistency**

We conduct the affairs of the Bureau in an equitable, uniform and consistent manner and in line with provisions of the law.

➤ **Integrity**

We are guided by standards of high professional ethics and operate in a consultative and transparent manner.

➤ **Team Spirit**

We foster teamwork, participation and the sharing of information.

➤ **Yearning for Excellence**

We strive to deliver on the frontiers of excellence in all our undertakings.

Our Customers

- Government
- Ministries/Department
- Parastatal and other Statutory Bodies
- Local Authorities
- Rodrigues Regional Assembly
- Public Sector Employees
- Public Sector Pensioners
- Staff Associations
- Private Secondary Schools Employees
- Private Secondary Schools Pensioners
- Private Organisations and International Bodies

Main Services Provided/Customer Standards

The PRB provides the following services to satisfy our customers' needs and expectations:

- Publish a Report on the General Review of Pay and Grading Structures and Conditions of Service in the Public Sector once every five years or as may be determined by the Government.
- Publish an Addendum to the main PRB Report subject to decision of Government and within such time frame as may be determined by the Government.
- Process requests **within 9 working days** from receipt of relevant/complete information as regards:
 - Advice on remuneration and on terms of employment of contract officers.
 - Salary grading for new posts.
 - Regrading existing posts following changes in duties and job specifications (knowledge, skills and abilities) and entry qualifications.
 - Eligibility criteria for duty free facilities on cars and auto/motorcycles and other travelling benefits.
 - Determination/Revision of allowances.
 - Advice on pensionable emoluments for public sector pensioners.
 - Determination of remuneration packages of officers in posts established under the Constitution or any other Law.
- Examine and report within 21 days as from receipt of all relevant data, on all cases concerning design/redesign of organisation structures.
- Examine all queries regarding interpretation /clarification of recommendations and make a reply **within five working days** from receipt of relevant complete information.
- Advise on conditions of service and employee benefits **within 12 working days** from receipt of all relevant information.
- Advise on the proper procedures to make representations in general.
- Form part of various Standing Committees and other committees on reforms.
- Have consultations with stakeholders, as and when required.
- Conduct job analysis exercise in organisations.
- Tender advice over the telephone, as and when required.
 - Answer calls within three rings.
 - Provide the required information in a courteous manner.
- Provide updated information through our website.
- Make replies to e-mails within two working days.

Procedures to tap our services

User	Access to the Bureau
1. Management (a) Ministry of Public Service, Administrative and Institutional Reforms (MPSAIR) (b) Other Ministries (c) Rodrigues Regional Assembly (d) Departments (e) Parastatal Bodies and Local Authorities (f) Private Secondary Schools	Directly. Through MPSAIR. Through MPSAIR. Through parent Ministry and MPSAIR. Through parent Ministry and MPSAIR. Through Private Secondary Education Authority, parent Ministry and MPSAIR.
2. Staff Associations and Individual Officers	Generally, through Management of organisations concerned or directly in the context of an overall review.
3. Private Organisations	Directly.
4. Public Sector Pensioners	Through Accountant-General or through Management of organisations concerned.

However, Parastatal and other Statutory Bodies, Local Authorities and Rodrigues Regional Assembly may submit their representations directly to the Bureau in the context of an overall review of pay and grading structures and conditions of employment and organisation structures in the public sector.

Complaints and Feedback

- ❖ We respond to complaints from our customers by acknowledging letters, emails and investigating into same.
- ❖ We also welcome suggestions and feedback from Ministries/Departments/Organisations and from individual officers and staff associations to further improve our services.

Contact Details

The Pay Research Bureau may be contacted by telephone, e-mail or by way of letter.

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